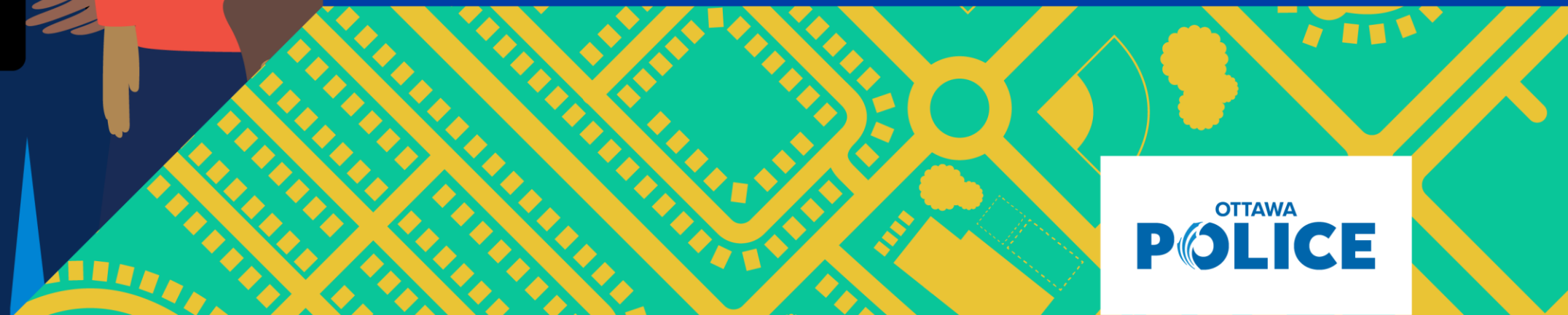




2021 DRAFT Operating and Capital Budgets

Finance and Audit Committee – November 9, 2020



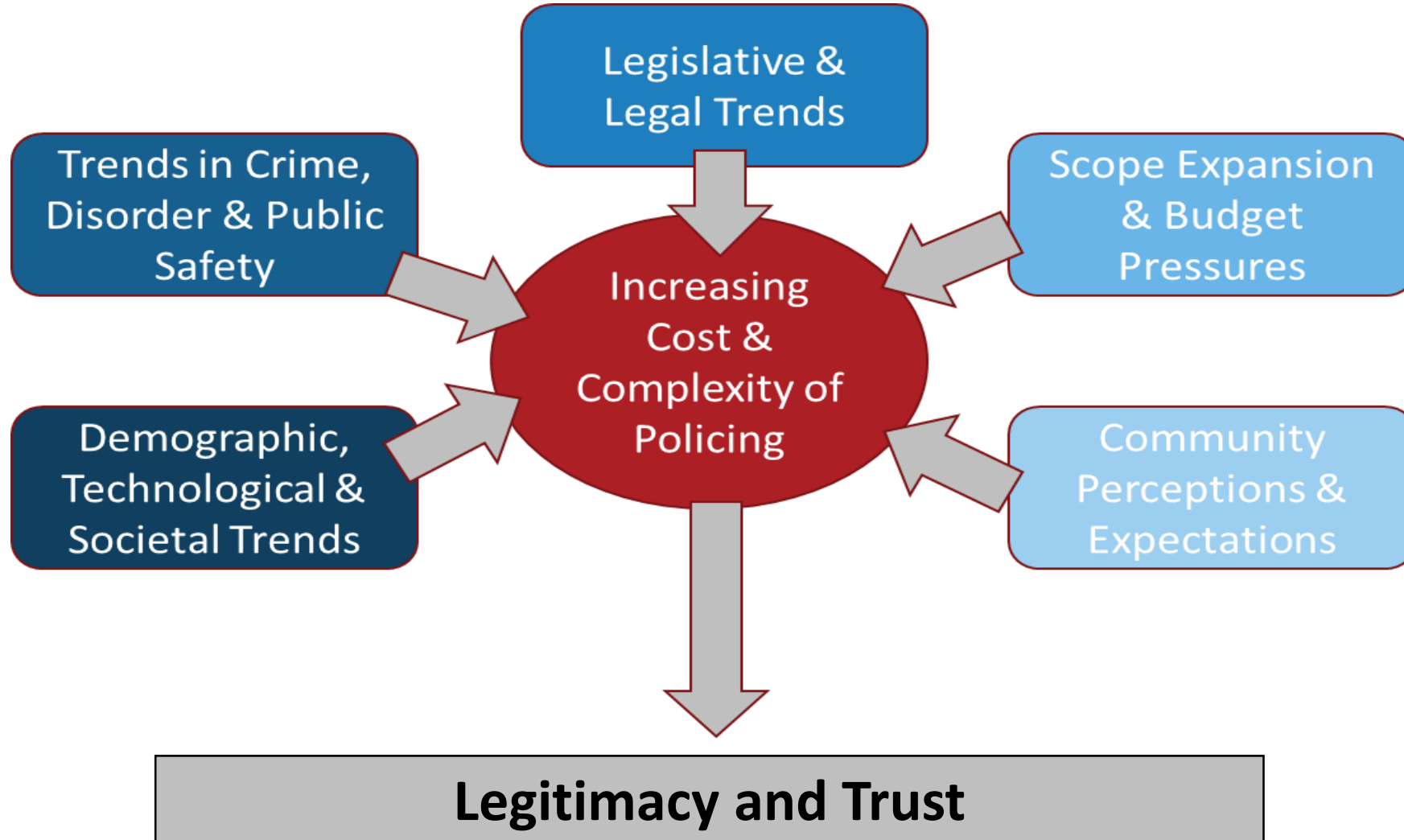
Agenda

1. Policing Context and Operational Priorities
2. 2021 Draft Operating Budget
3. 2022-2024 Draft Operating Forecast
4. 2021 Draft Capital Budget and Forecast
5. Timetable

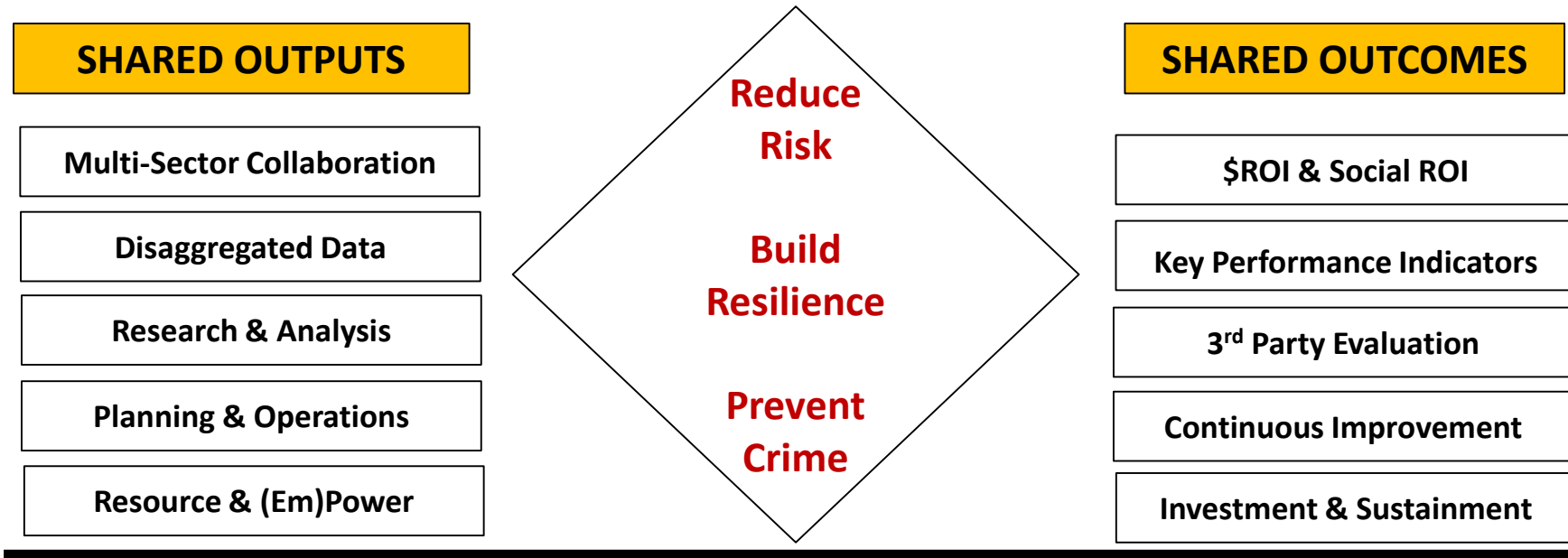
Listening, Learning & Changing

- **We have heard the calls for change and new approaches**
- **The 2021 budget has been developed to deliver on key priorities:**
 - A new Mental Health Response Strategy with increased training for members, the addition of mental health professionals to our responses and better coordinated services for people in mental health crisis
 - Training/Equity, Diversity and Inclusion: De-escalation, Anti-Black/ Indigenous Racism, mental health training and Indigenous cultural awareness
 - New Neighbourhood Resource Teams focused on suburban areas
 - New investments in Violence Against Women services including more Sexual Assault investigators with a specific focus on supporting indigenous women;
 - Increased supports for member health and wellness: 4 new FTE's , up to \$5M annual investment.
- **Committed to delivering tangible value through collaborative community engagement and partnerships that will improve community safety and well-being in Ottawa.**

Policing Context



Social Determinants of Health



Nutrition



Education



Housing



Employment



Safety



Family



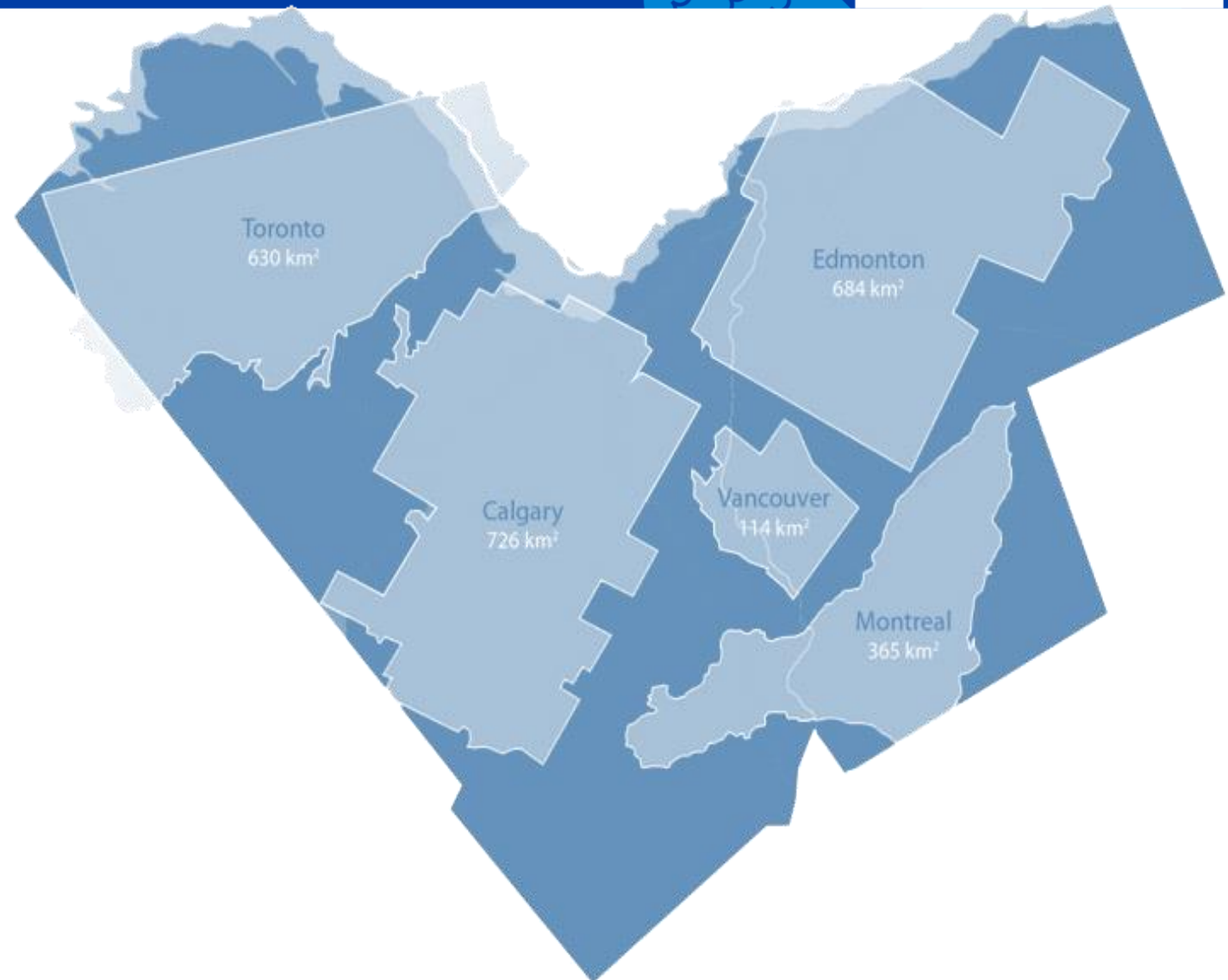
Resources



Transportation

Adequate & Effective Service

- **Deliver core policing activities:**
 - Assist in prosecutions
 - Crime prevention
 - Law enforcement
 - Assistance to victims services
 - Public order
 - Emergency response
- **Focus on improved road safety, violent crime, responding to calls for service**
- **Urban, suburban and rural communities**



2021 Budget Directions

- Direction received on October 26, 2020 from the Ottawa Police Services Board:
 - Direct staff to prepare the 2021 Draft Operating and Capital Budgets based on a 3% Ottawa Police Services levy increase and an estimated 1.5% increase in taxes resulting from assessment growth generated from new properties.



2021 Budget Priorities

Neighbourhood Policing

- 20 growth officers for suburban NRT's
- 5 growth officers for CPO's
- Youth Strategy/ SRO Review

Mental Health Services

- \$1.5M investment response
- Mental health response strategy
- Broad consultation with community partners

Recruiting & Hiring

- Increased quality/ quantity of applicant pool
- Increased quality/ quantity of diversity
- Fully implemented Field training officer program

Violence Against Women

- 5 growth officers
- Dedicated VAW liaison and MMIWG coordinator
- Increased focus on vulnerable women (Indigenous, racialized women)



2021 Budget Priorities Cont.

Training & Development

- Anti- Black/Indigenous Racism
- De-escalation training
- Efficacy review

Equity, Diversity & Inclusion

- EDI Leadership coaching
- Intercultural Development Inventory

Re-organization & Modernization

- Full implementation of Re- Organization
- Focus on Community safety and wellbeing
- Intelligence led policing and integrated reporting

Member Health & Wellness

- 4 new FTE's
- Up to \$5M annual investment
- Workplace Sexual Violence & Harassment project.
- OPS has engaged a third party service provider for complaint intake & investigations.



Financial Accountability

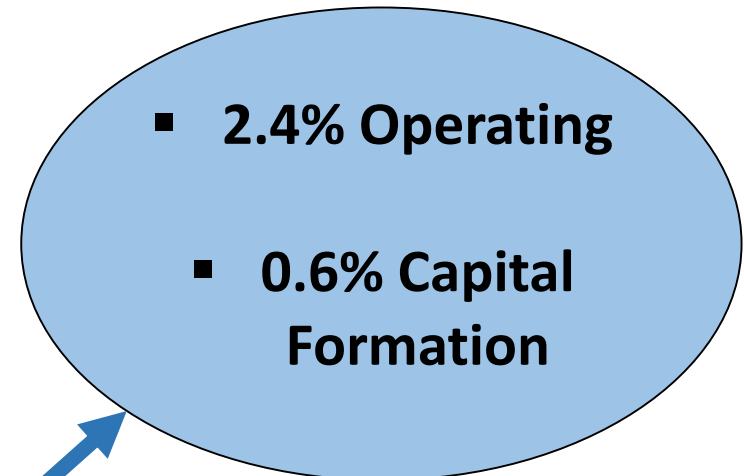
- OPS has generated \$20.0M in efficiencies since 2012 with a continued focus on improvements, efficiencies and collaboration with the City of Ottawa;
- \$20.0M represents 6% of the Draft 2021 net Operating budget

Year	Amount(\$M)
2012	1.4
2013	1.6
2014	2.9
2015	2.1
2016	2.0
2017	2.0
2018	0.6
2019	2.5
2020	2.2
2021	2.7
Total	20.0

Annualized Growth

- OPS annual budget continues to adhere to City Council and the Police Services Board directions;
- OPS Budget as a total percent of the City budget has reduced from 9.9% in 2016 to 9.4% in 2021

Year	OPS (\$M)	OPS % of total City Budget	Annual Police Tax increase
2016	\$305	9.9%	1.75%
2017	\$317	9.7%	2.0 %
2018	\$326	9.5%	2.0%
2019	\$343	9.5%	3.0 %
2020	\$358	9.5%	3.0%
2021	\$372	9.4%	3.0%



Benchmarking the Big 12

- OPS budget allocation is among the lowest in Canada;
- Population growth is outpacing OPS growth.
- Population per Police member is also among the lowest in Canada;
- Ottawa crime severity has grown by +23% in the past five years, from 47 to 58.
- OPS continues to be an efficient Policing Service dedicated to serving the City of Ottawa.

Police Service	Pop. per Police Member, 2018	% budget allocated for police services, 2019	Total Crime Severity Index (CSI), 2019
Montréal	341	10.8%	76
Edmonton	373	15.2%	129
Winnipeg	390	26.8%	138
Vancouver	393	20.9%	111
Toronto	397	8.7%	68
Calgary	449	11.4%	95
Peel	478	18.8%	45
Waterloo	501	17.7%	73
York	520	15.7%	44
Durham	537	18.3%	46
Ottawa	549	9.5%	58
Halton	588	20.1%	28

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Budget Proposal

	2021 Draft Budget
Budget increase	\$13.2 M
Net Operating Budget	\$332.5 M
Assessment Growth – 1.5%	\$4.3 M
Police Tax Rate increase – 3.0%	\$8.9 M
Estimated tax increase on average urban household	\$19
Estimated 2021 Police Costs for average household	\$644

2021 Draft Operating Budget

Budget Changes	(\$M)
Maintain services	\$ 11.3
<ul style="list-style-type: none"> ▪ Inflation & Contract Settlement Estimates ▪ Red light Camera funding 	
30 officer growth	3.9
New Services	0.8
<ul style="list-style-type: none"> ▪ Mental Health Services ▪ Sexual Harassment Project ▪ Additional training 	
Efficiencies	(2.7)
User fees and revenues	<u>(0.1)</u>
Budget increase	\$ 13.2
Funded by:	
Assessment Growth (1.5%)	\$ 4.3
Police Tax Rate increase (\$)	\$ 8.9
Police Tax Rate increase (%)	3.0%

2021 Draft Operating Budget

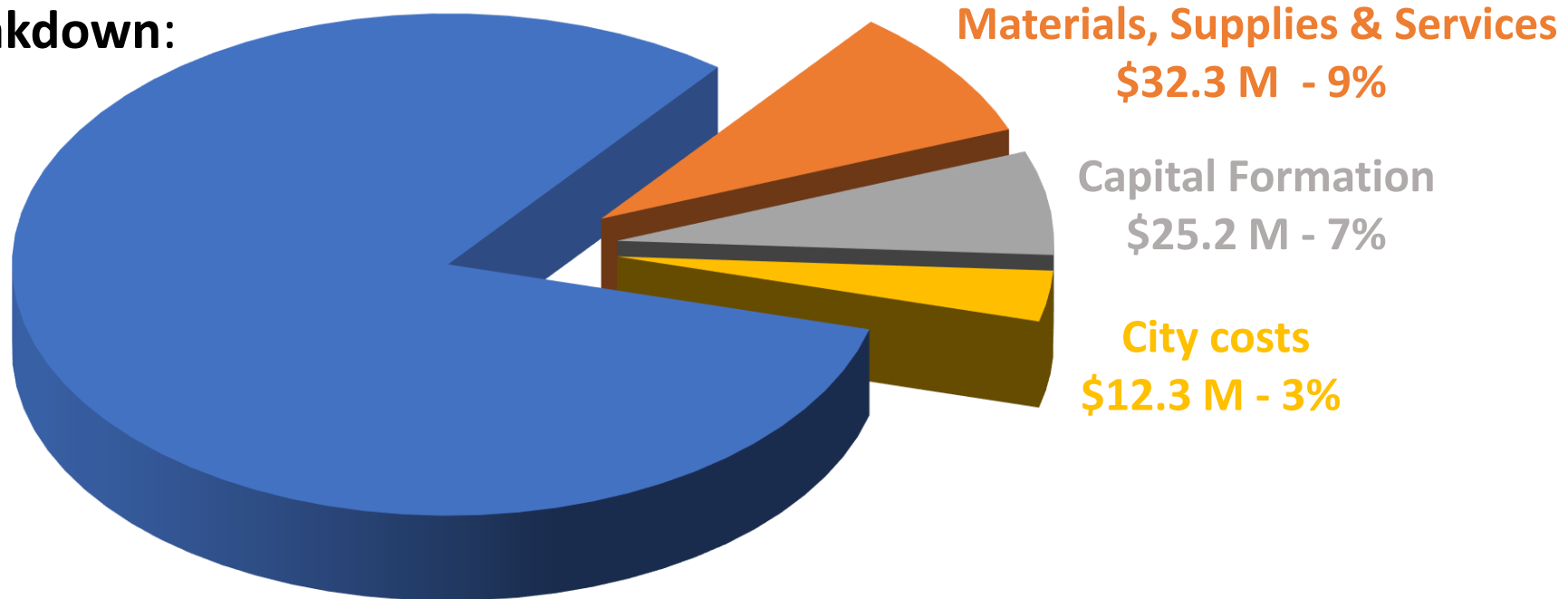
Police Tax Levy Increase

3%

Gross Operating Budget	\$376.4 M
Revenue	\$43.9 M
Net Operating Budget	\$332.5 M

Gross Budget Breakdown:

Compensation
\$306.6 M - 81%



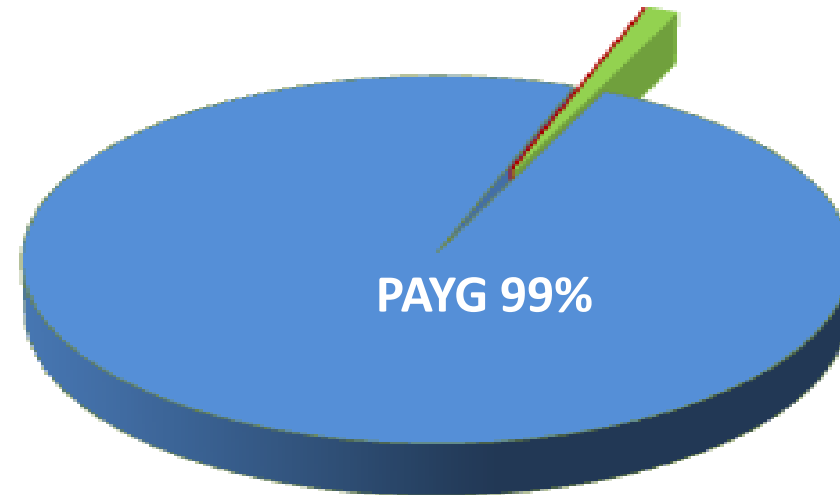
Forecast 2022-2024

Budget Changes (\$M)	Forecast 2022	Forecast 2023	Forecast 2024
Maintain services	\$ 11.9	\$ 11.6	\$ 11.7
30 officer Growth	4.0	4.1	4.2
User fees and revenues	<u>(0.1)</u>	<u>(0.1)</u>	<u>(0.1)</u>
Operating Budget Increase	\$ 15.8	\$ 15.6	\$ 15.8
Assessment Growth (1.5%)	\$4.6	\$4.8	\$5.0
Police Tax Rate increase (\$)	\$11.2	\$10.8	\$10.8
Police Tax Rate increase (%)	3.6%	3.3%	3.1%

2021 Capital Budget – \$24.1 M

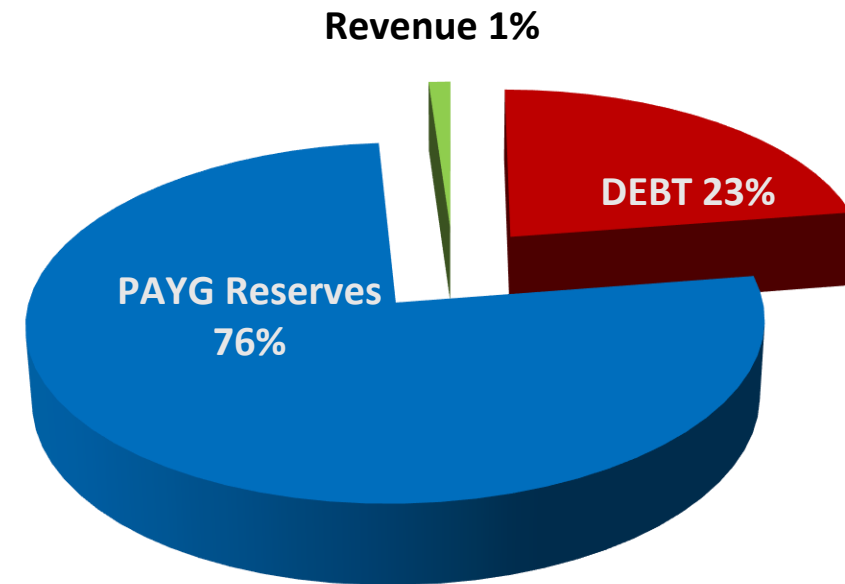
Capital Project	Total Cost (\$M)
Renewal of Assets	
Fleet Program	\$ 4.5
IT Infrastructure	2.1
IT Telecommunication	0.7
Facility Lifecycle	2.4
Lifecycle of Assets	0.6
Subtotal	\$ 10.3
Growth	
South Facility IM/IT	3.5
Communications Centre	4.5
Subtotal	\$ 8.0
Strategic Initiatives	
Swansea	\$ 2.3
NRT's	1.1
Growth Costs	1.2
Facility & Security Initiatives	1.2
Subtotal	\$ 5.8
Total	\$ 24.1

Funding Sources



2021 to 2030 Capital Budget Forecast - \$259 Million

Category	Total cost (\$M)
Renewal of Assets	\$143.4
Growth	\$14.0
Strategic Initiatives	\$101.3
Total	\$258.7



Funding Sources

Budget Timetable

Milestone	Date
OPS Board Finance and Audit Committee Meeting 2021 Budget Delegations	9 November 2020
OPS Board Regular Meeting: Public Delegations Consideration and Approval of 2021 Budget	23 November 2020
City Council Review / Adoption of 2021 Budget	9 December 2020